

LEADERSHIP DEVELOPMENT OF CLUSTER LEADERS IN THE DILG PROVINCIAL OFFICES

The leadership program prepared cluster leaders for their new role as DILG's frontliners in provinces and municipalities. It helped improved their competency to perform their roles as change agent, performance adviser, partnership builder, and team developer.

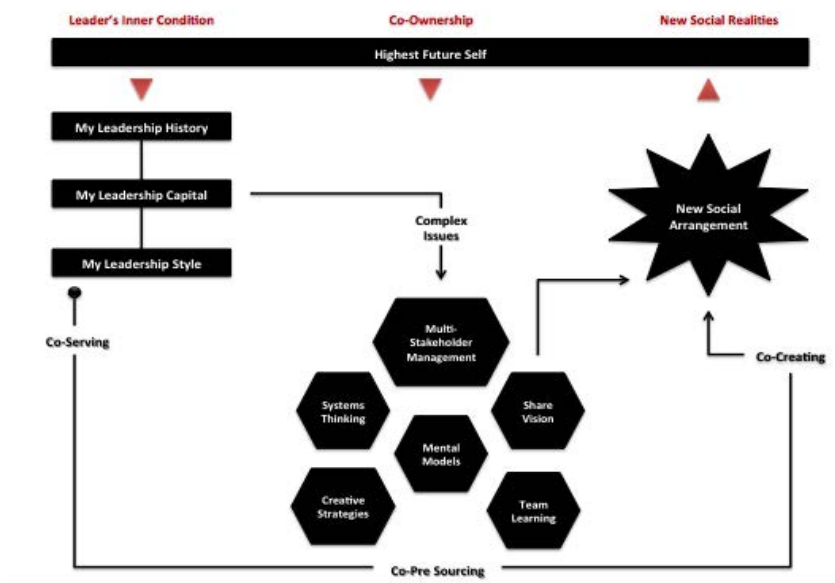


BACKGROUND

Department of the Interior and Local Government (DILG) assists the Office of the President in exercising general supervision over local governments. DILG implemented a rationalization plan in 2010 that included among others, the establishment of 170 cluster teams composed of Local Government Operating Officers (LGOOs) at the provincial and municipal levels, and headed by a cluster leader. The Cluster Leader replaced the abolished Assistant Provincial Director position. It also identified the set of roles, competencies and accountabilities of the team and its members, which included promoting and managing change, managing performance and linking with each other, cities and municipalities they oversee. Cluster leaders were, in effect, DILG's frontliners to local government units. DILG therefore needed to make sure that cluster leaders had the required competencies, especially as regards dealing and working with multiple stakeholders, and that they understood and supported the DILG reform agenda. PAHRODF implemented Leadership Development for Cluster Leaders of the DILG Provincial Offices to respond to this need. ■

INTERVENTION OVERVIEW

Establishment of cluster teams is an innovation in DILG. Leadership Development for Cluster Leaders of the DILG Provincial Offices was implemented to ensure that DILG’s subnational projects are implemented successfully. It included the conduct of 1) training of all cluster leaders in 16 Regions and formulation of their individual leadership development plans (ILDPs), 2) coaching of cluster leaders and LGOOs, 3) formulation of competency-based job descriptions for cluster leaders, and 4) development of a change management plan. Participants were familiarised with the concept of Theory U - a leadership management framework used to deal with complex social issues by enhancing one’s ability to network with other leaders. It is applicable to cluster leaders as it promotes inclusive, naturalistic, non-judgmental and affirmative leadership processes and arrangements. ■



COMMITTED RESULTS

TARGET COMPETENCIES	ORGANISATIONAL OUTCOME	DEVELOPMENT IMPACT
<p>The trained cluster leaders will perform tasks related to their key roles using their enhanced competencies. They will work with and assist their cluster members in the effective delivery of services to LGUs and partners and conduct tasks associated to the clusters/leaders’ new roles/accountabilities</p>	<p>Performance standards of cluster leaders and team members based on their new roles are developed and incorporated in the regular performance management system of DILG; The clear lines of authority, accountabilities, and reporting that will facilitate performance of their new roles between the Clusters and the Provincial Director and Regional Director are established; The cluster teams create internal synergies (in processes, inputs and competency complementation) that optimize resources and increase impact for client system.</p>	<p>Selected LGUs effectively respond to clients’ concerns and work with key partners in pursuing shared development thrusts</p>

IMPLEMENTATION PROGRESS

Performance standards of cluster teams based on their new roles were developed and incorporated in their regular performance management system. There were clear lines of authority, accountability and reporting and cluster teams created internal synergies. Cluster leaders formulated and implemented their ILDPs, allowing participants to focus on a leadership aspect they want to improve on when they return to work. Team-based re-entry action plans were also developed and implemented based on priorities of regional and provincial offices. This ensured that DILG priority thrusts were cascaded to cluster level. This also enhanced the level of awareness of cluster leaders and members on the importance of having action plans aligned to DILG's outcome areas, and ensured a unified direction for the organization. Coaching of cluster leaders and members were also conducted. Cluster Leaders co-designed and co-facilitated cluster-building activities -implementing the key commitment made in their ILDPs and raising their level of confidence. ■

ASSESSMENT



Relevance

The intervention is relevant. It responds to DILG's need to manage organisational change following the Rationalisation Plan, which abolished the position of assistant provincial directors and created cluster leaders for every province. The intervention was strongly supported by the Undersecretary. He saw the need for the intervention to train cluster leaders who are expected to be DILG's frontliners in the LGUs. The intervention also responded to the need of capacitating them in dealing and working with local chief executives.



Effectiveness

The intervention is effective. It capacitated 167 cluster leaders nationwide on addressing complex social issues. They are now competent in stakeholder analysis, systems map and causal loop. They have also co-designed cluster development with their respective

provincial directors. The intervention also improved the self-esteem of cluster leaders, enabling them to deal with stakeholders and implement programs better. There is also synergy among cluster leaders. They regularly exchange views and best practices on capacity development. Some have even cascaded the leadership program to the regions, capacitating LGOO5. The intervention developed a training module, instructor’s manual and participant’s manual, which were turned over to DILG for replication to ensure sustainability of outcomes.



Impact

Most of the REAPs implemented by the participants focused on helping LGUs pass DILG’s Seal of Good Housekeeping. Currently, 74% of LGUs have complied with the Seal of Good Housekeeping.



Sustainability

DILG developed a sustainability action plan (SAP) to address enabling conditions for sustainability of program including policies and budget. To sustain outcomes, DILG, through its Local Government Academy (LGA), should capacitate new cluster leaders. Because cluster leaders are performing well, some of them were promoted to provincial directors and some have been awarded with scholarships abroad. ■

“The Cluster Leaders greatly appreciated the training and welcomed it as part of their retooling. It was part of our competency development, career-pathing and succession planning.”



Exec. Director
Marivel Sacendoncillo
LGA

FACTS AND FIGURES

INVESTMENT

 **AUD344,965**

NUMBER OF CORE PARTICIPANTS

 **167**

Duration

December 2011 - July 2012

of REAPs

119

Produced Output

1. Competency Based Job Description of Cluster Leaders
2. Cluster Leaders Participants’ Assessment

EMERGING LESSONS AND GOOD PRACTICES

- 1 The role of top management in human resource and organisational development (HROD) transformation is critical. It is difficult to implement coaching sessions, given the magnitude of people involved, coordination costs and counterparting resources required, without the full support and commitment of top management.
- 2 In highly hierarchical organizations where communication infrastructures and technologies are limited, it is critical to anticipate time requirements (and delays) for top-down communications and bottom-up feedback.

RECOMMENDATIONS

- 1 Regional Directors should not to change the current list of cluster leaders, at least until after the next election, to allow them to settle down and achieve some results first.
- 2 Some cluster members do not have laptops and fax machines in municipalities where they are assigned, greatly impeding communication. DILG should remedy this situation to ensure effectiveness of cluster teams in performing their functions.
- 3 The Leadership Development Framework used in the Leadership Training should be part of the HRD Plan of DILG and its 6-month Induction Program
- 4 The Competency-based JDs of Cluster Leaders should be reviewed, revised and implemented, including the development of a new performance management system for Cluster Leaders.

Developing Leaders for Good Governance

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In a small portion of Pasig City lies Sapang Liwanag, a creek often unnoticed, but extremely important to the health of Manila Bay, Pasig River and Marikina River as the creek flows to these big bodies of water. For a long time, however, Sapang Liwanag had been clogged with garbage. To address this, Pasig local government collaborated with three big commercial establishments to rehabilitate the creek. It was public-private partnership at its best: men and women from government and private sectors pooled together manpower, supplies, money, dump trucks, rubber boots, and cleaning tools to de-clog the creek and keep it clean.

Behind this successful initiative is DILG Cluster Leader Merce Tuico – a petite and soft-spoken lady who stood out from the crowd for her big and creative ideas. Never in her life did Merce imagine that she would lead a pack of men – the Pasig city director and heads of businesses – to do an invaluable water rehabilitation project. She recalled how she used to be reserved, preferring to keep ideas to herself: “Before I am very quiet and shy...I rarely share what’s on my mind. In fact, I was the type of person who always says ‘okay’ because I prefer to simply agree to avoid confrontations... because of the leadership training, my perspective on work changed. I became braver and more confident,” said Merce.

Mercede's transformation was something she did not plan or expect. The turning point in her life came when she attended PAHRODF's leadership development program. The program aimed to enhance the leadership competencies of cluster leaders, enabling them to deliver services more effectively to local government units (LGUs). Through the training, Mercede and the other cluster leaders were able to reflect on their personal leadership journey and gain a better perspective of their leadership competencies and contributions to DILG.

"The great thing about the training is that it's all about discovering who you are and what you can do. I discovered a lot of things about myself through the training – competencies that I can enhance, dreams that I can still pursue. I really came out of my shell because of the program. I think it was the best training I've ever attended!" said Mercede.

Mercede's solution for Sapang Liwanag was proof of how she was able to unleash her creativity and potentials using the concepts she learned from the intervention. By regularly applying what she has learned in dealing with her tasks, Mercede has surpassed her daily challenges as a cluster leader, allowing her to grow both personally and professionally.

By regularly applying what she has learned in dealing with her tasks, Merce has surpassed her daily challenges as a cluster leader, allowing her to grow both personally and professionally. And because of her stellar performance as Pasig city's cluster head, she was given bigger responsibilities and was recently appointed SUPRA cluster head. This time around, she will manage, not just one, but four cities in the South Metro: Makati, Manila, Taguig and Pateros.

Merce accepted the challenge with her game face on: "Challenges are there to make us grow," she said. ■